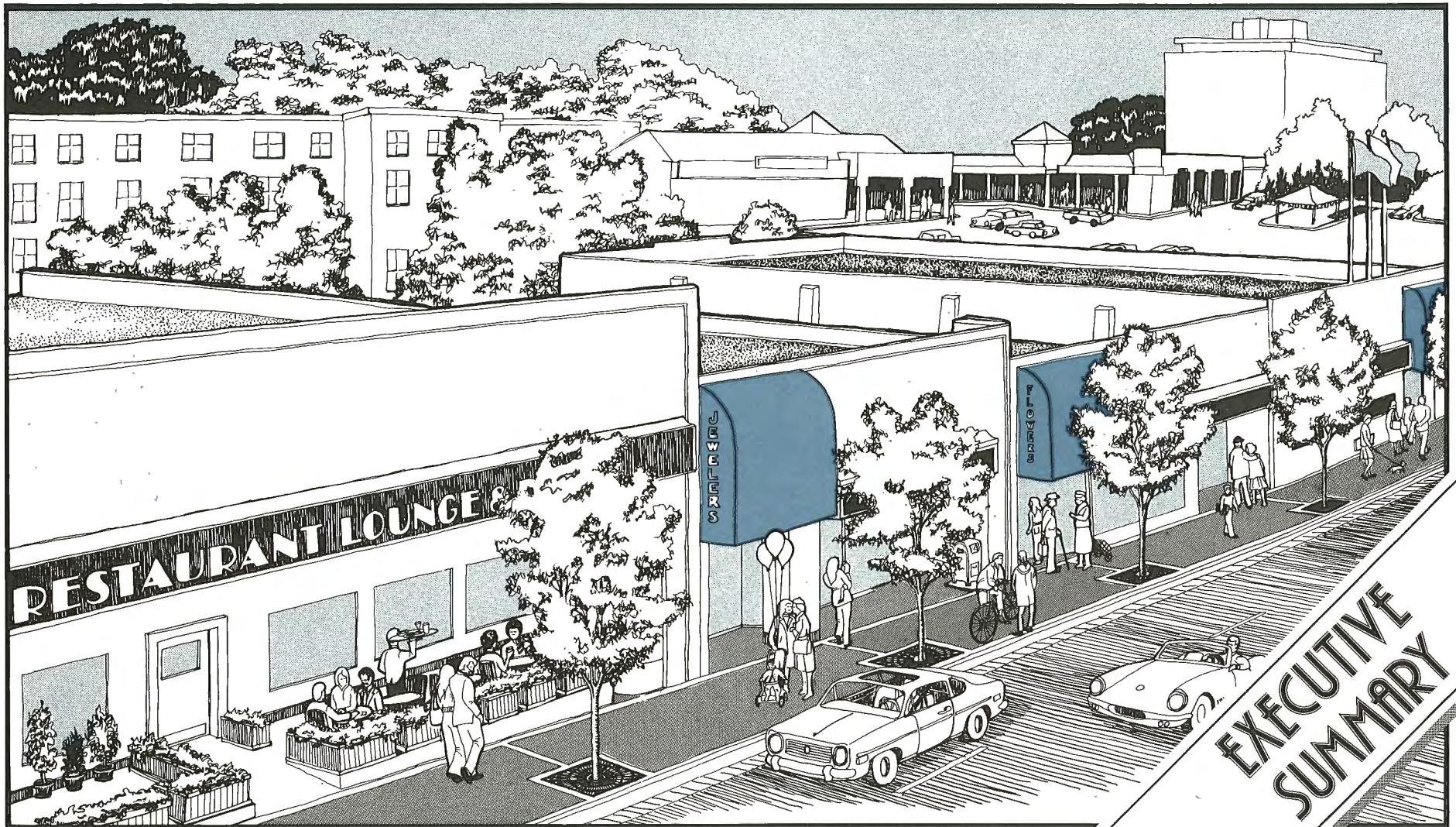


# COLUMBIA • PIKE • 2000

## A REVITALIZATION PLAN



ARLINGTON COUNTY, VIRGINIA

EXECUTIVE  
SUMMARY



## **COLUMBIA PIKE 2000: A REVITALIZATION PLAN**

### **EXECUTIVE SUMMARY AND RECOMMENDATIONS**

Columbia Pike is South Arlington's "Main Street" and has a key role to play in the future of South Arlington's neighborhoods. Like "Main Streets" in other communities, Columbia Pike has both a residential and commercial character, including neighborhood and community shopping areas, apartment neighborhoods, community facilities and religious institutions. Over 36,000 Arlington residents live within one mile of the Pike and depend upon its facilities for convenient, everyday shopping and easy access to employment centers.

The three mile long Columbia Pike corridor, stretching from the Navy Annex on the east to the Fairfax County line on the west, contains over 1.26 million square feet of retail and office space housing over 300 businesses. Within this corridor, over one million square feet of space and 200 businesses are concentrated within a seven block area between South Court House Road and South Oakland Street that has been designated as a Special Revitalization District. The District's strengths include a core of long-established businesses; retail and service firms providing a wide range of goods and services; a significant number of specialty and destination businesses which draw customers from throughout the region; a built-in market of up to 80,000 customers (residents and workers); and community support for revitalization.

The image projected by Columbia Pike, however, is that of a commuter highway whose most prominent development is aging strip commercial uses. The deteriorating streetscape, speed and volume of traffic, pedestrian and vehicular conflicts, street noise, poorly marked crosswalks and lack of open space, trees and greenery, discourage people from walking, shopping and crossing Columbia Pike. The physical conditions of the commercial areas also detract from the quality of life in the adjacent single-family and apartment neighborhoods.

This report recommends developing, by the year 2000, a "main street" environment on Columbia Pike that balances its residential and shopping functions with its role as a major east-west arterial. The goal



is to create a lively, attractive street as envisioned by the Commission on Arlington's Future in The Future of Arlington County: The Year 2000 and Beyond, where:

*"Residential neighborhoods will have strong identities and will include focal points such as elementary schools, parks, and community centers, as well as their share of other facilities such as group homes or housing for the elderly. Commercial support services such as drugstores, hardware stores, repair shops, cleaners, restaurants and grocery stores will be available and accessible by foot, bicycle and public transportation as well as by private car...Commercial neighborhoods will be enticing and exciting places for workers, businesses, visitors and residents of the area. The areas will be physically attractive and provide daytime workers ready access to child care, convenience shops, entertainment and recreational facilities, parks and playing fields, restaurant and business services."*

The revitalization of Columbia Pike as an attractive, lively street that enhances neighborhood quality of life is a County Board and community priority. Since Fiscal Year 1982, over \$3.4 million has been appropriated by the Arlington County Board for streetscape improvements on Columbia Pike. Additional funds for on-going revitalization efforts have been identified in the 5-year Capital Improvement Program. In 1986, the Columbia Pike Revitalization Organization (CPRO), a non-profit coalition of civic leaders, property owners and business people, was incorporated to actively market the business area through a variety of programs and activities. CPRO's purpose is to insure that Columbia Pike is a "quality environment in which to live, work and conduct business". The Arlington County Board has provided financial support for CPRO in accord with its adopted policy on public/private partnerships (See Appendix A).

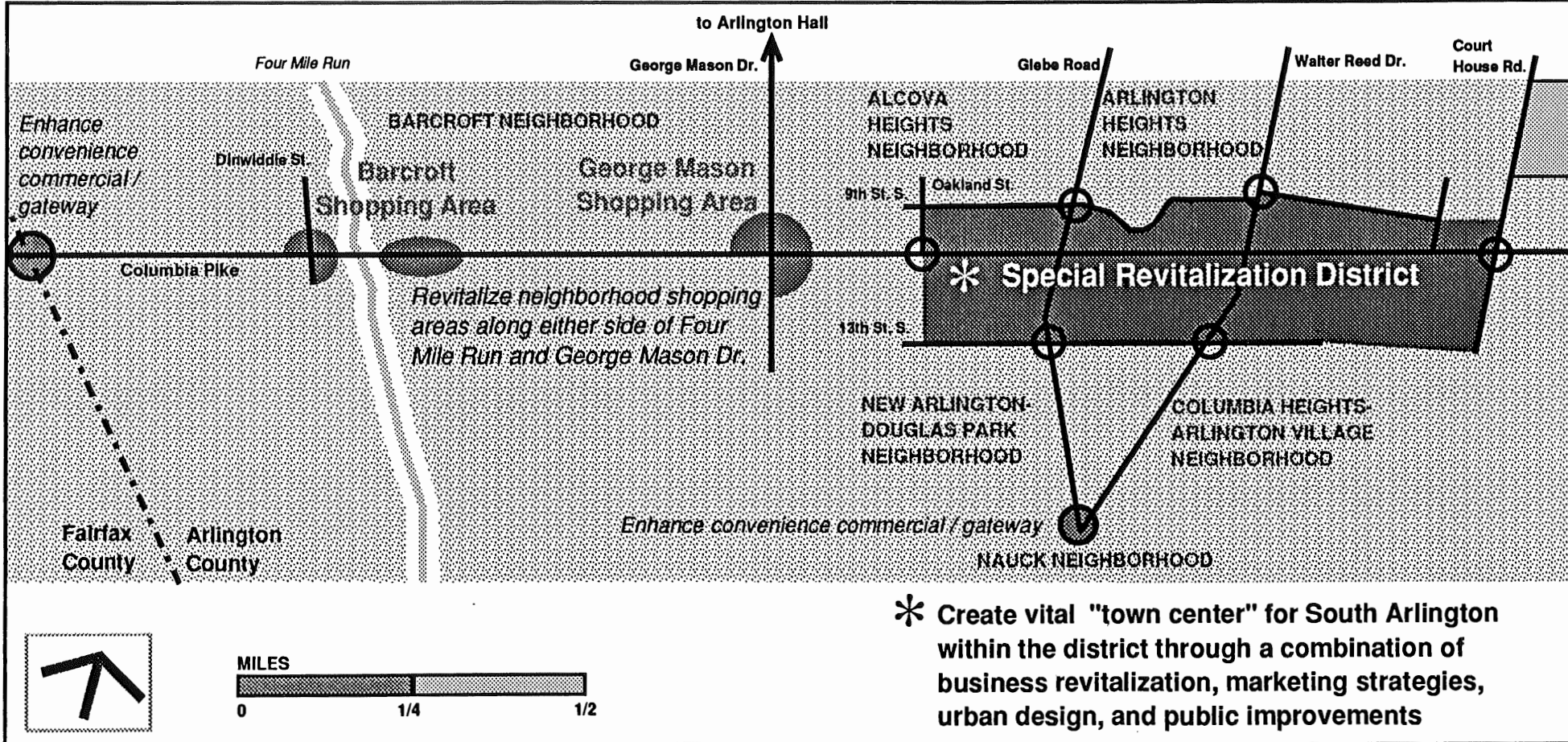
## REVITALIZATION CONCEPT

The purpose of this plan is to convey a vision of what Columbia Pike can be and how that vision can be achieved. The General Land Use Plan, the adopted objectives for the Special Revitalization District, and the "C-2" zoning pattern establish the basis for the revitalization of Columbia Pike as South Arlington's "Main Street". Columbia Pike's main street character can be enhanced by strengthening existing neighborhood shopping areas within the Special Revitalization District and at South George Mason Drive, Four Mile Run and South Dinwiddie Street, through an aggressive business revitalization and public improvements program. Revitalized commercial areas with modern shopping facilities offering a wide variety of goods and services, and the implementation of appropriate and effective transitions between commercial and residential areas can improve the quality of life in the surrounding

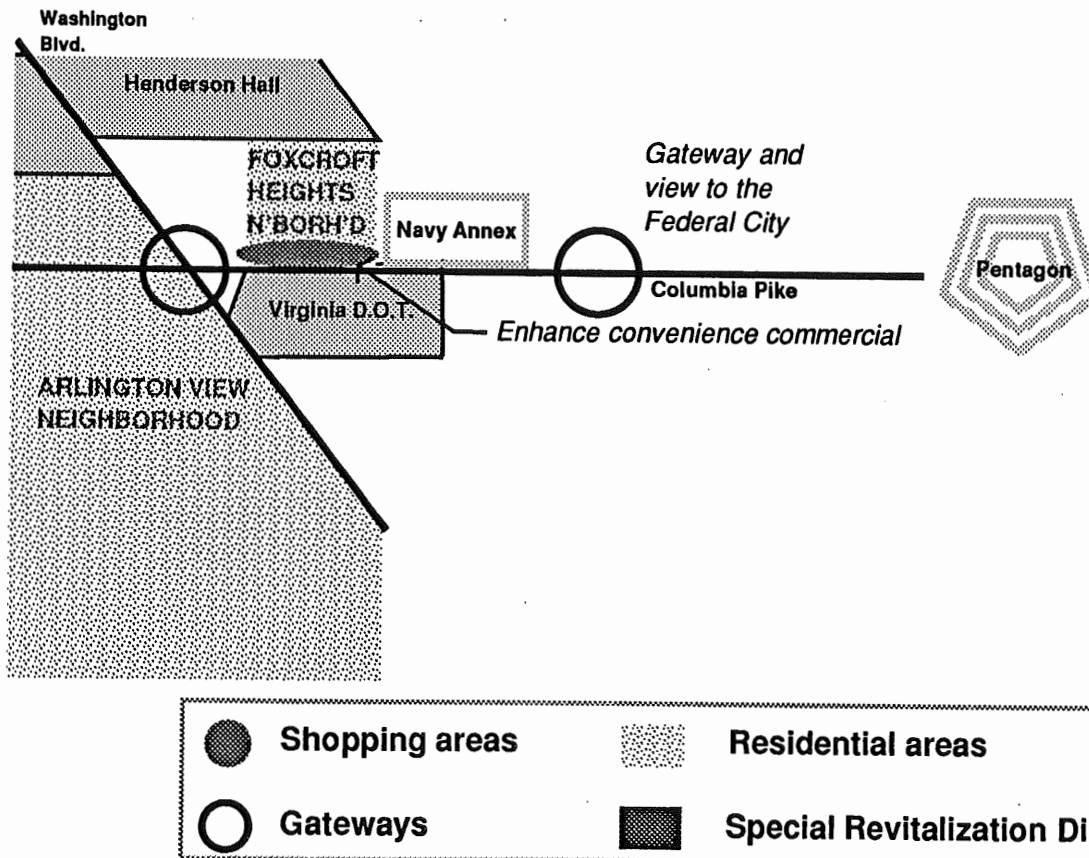
apartment and single-family residential areas. Urban design improvements, including special gateway treatments, can reinforce Columbia Pike's sense of place and identity as a special street within Arlington.

Urban design and marketing improvements can also foster the creation of a "town center" within the Special Revitalization District. The town center, which will remain a prime location for Arlington's small businesses, is envisioned as an interesting and diverse commercial environment, with overlapping and continuous activity. Through utility undergrounding, facade improvements, selective infill development, the clustering of complementary uses to develop distinctive retail areas, and implementation of a consistent, coordinated streetscape, a new, positive image for Columbia Pike can be developed.

# Columbia Pike 2000 Concept Plan:



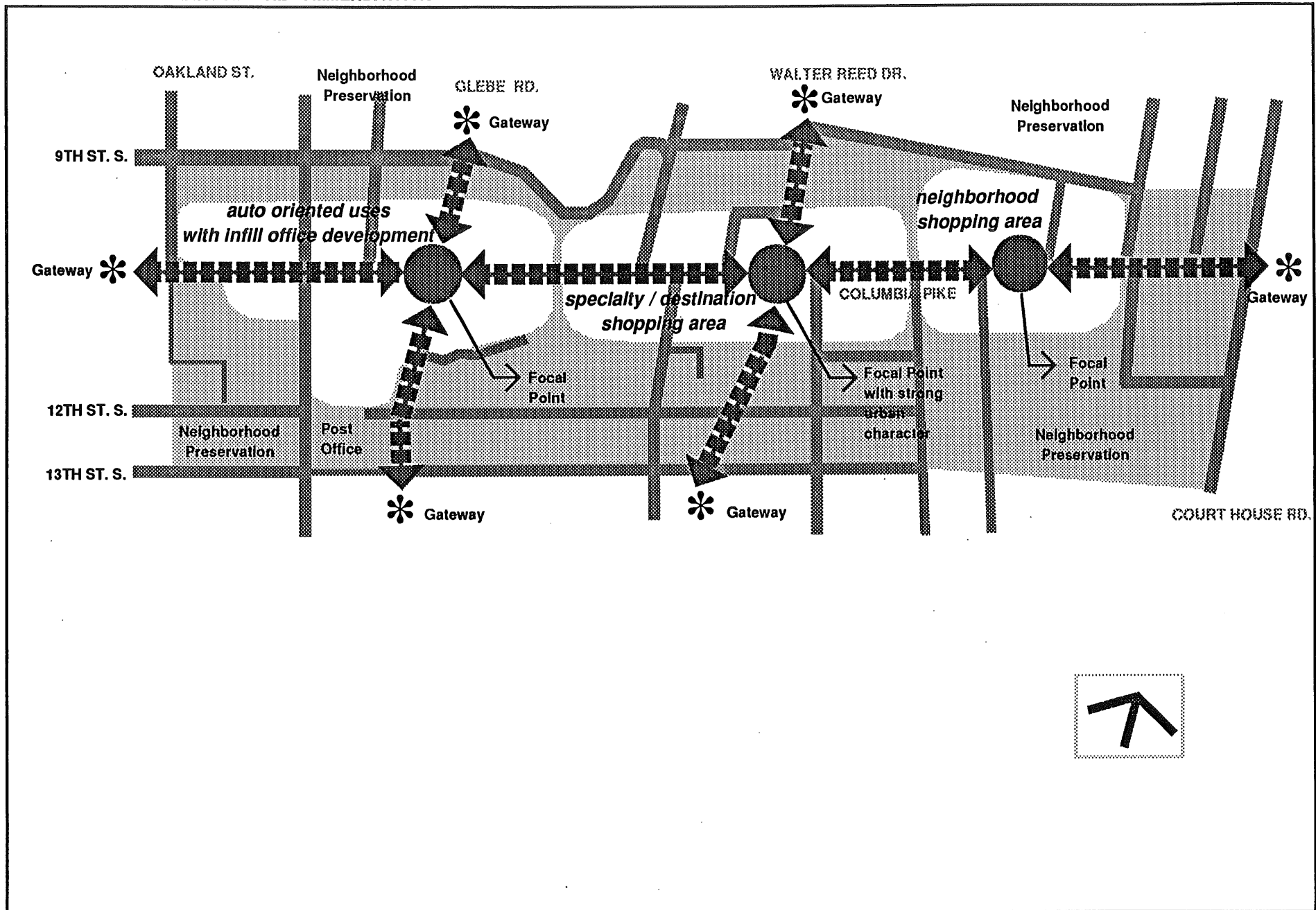
# South Arlington's Main Street



**Goal:** To stimulate reinvestment in Columbia Pike's businesses and buildings

## County Board Adopted Objectives:

- Preserving neighborhood and destination retail elements of the Columbia Pike commercial corridor while encouraging and guiding needed modernization and redevelopment.
- Stimulating investment to ensure Columbia Pike's continued existence as a neighborhood retail shopping area as well as a community resource that contributes to the economic base of Arlington County.
- Establishing a sense of place and a positive image that will make Columbia Pike a better place to live, work and shop.
- Enhancing the quality of life in existing apartment and single-family neighborhoods by improving community facilities and services.
- Providing appropriate transitions between residential and commercial areas that strengthen the image and amenities of both areas.
- Coordinating public and private resources to use available manpower and capital in the most efficient and effective manner possible.



Special Revitalization District

Concept Plan "Town Center"



## REVITALIZATION GOALS AND PROPOSED STRATEGIES

The overall goal of revitalization is to stimulate reinvestment in businesses and buildings. On November 15, 1986, the Arlington County Board established a Special Revitalization District on Columbia Pike (bounded by South Court House Road, 9th Street South, South Oakland Street and 13th Street South). The Board also adopted six objectives for this District which seek to transform Columbia Pike from its present condition to a lively, attractive street that balances its residential and shopping functions with its role as a major east-west arterial. While the objectives apply specifically to the Special Revitalization District, they are generally appropriate for the entire Columbia Pike corridor. The following strategies are proposed to achieve the adopted revitalization goal and objectives:

### GOAL: TO STIMULATE REINVESTMENT IN COLUMBIA PIKE'S BUSINESSES AND BUILDINGS

**Objective: Preserving neighborhood and destination retail elements of the Columbia Pike commercial corridor while encouraging and guiding needed modernization and redevelopment**

#### Strategies:

- Create a vital "town center" within the Special Revitalization District by improving urban design, revitalizing existing businesses and shopping centers and attracting new, complementary commercial uses
- Using architectural features of various older structures in the Special Revitalization District, and elsewhere on Columbia Pike, provide a special identity to advance the revitalization of the traditional community business area
- Using inventories and surveys of significant structures, explore with CPRO and property owners, their interest in the role of historic designation and financial incentives, consistent with Arlington County policy, as tools for encouraging revitalization
- Revitalize neighborhood shopping areas at George Mason Drive, Four Mile Run and South Dinwiddie Street, and enhance isolated commercial areas at gateway sites, through business conservation and public improvements
- Build upon the existing strengths of each commercial area through coordinated marketing, public improvements, and business conservation, expansion and recruitment programs

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- Improve public transit and auto access and provide adequate parking adjacent to commercial areas

**Objective: Stimulating Investment to ensure Columbia Pike's continued existence as a neighborhood retail shopping area as well as a community resource that contributes to the economic base of Arlington County**

### **Strategies:**

- Identify Columbia Pike's competitive position in the marketplace and develop appropriate strategies to increase its share of the market
- Strengthen the economic viability of small entrepreneurs through business conservation and merchants' assistance programs
- Strengthen the office market through selective infill development and marketing strategies

**Objective: Establishing a sense of place and a positive image that will make Columbia Pike a better place to live, work and shop**

### **Strategies:**

- Implement an integrated streetscape and open space system to create a pleasant, safe and attractive pedestrian environment
- Create a "sense of enclosure", enhance existing focal buildings and foster the development of new focal points
- Implement special treatments at gateways to Columbia Pike and the Special Revitalization District
- Provide for coordinated and visually interesting sign systems for businesses and roadways
- Improve maintenance standards in the public right-of-way and on private properties

**Objective: Enhancing the quality of life in existing apartment and single-family neighborhoods by improving community facilities and services**

**Strategies:**

- Improve the physical appearance and increase the variety of goods and services available in adjacent shopping districts
- Provide well-designed federal and community facilities that are visually integrated into residential areas
- Minimize neighborhood traffic and parking impacts from commercial and institutional development
- Promote neighborhood identity, neighborhood conservation, apartment and housing preservation programs and appropriate infill development

**Objective: Providing appropriate transitions between residential and commercial areas that strengthen the image and amenities of both areas**

**Strategies:**

- Develop an attractive walkway system to link residential and commercial areas
- Develop appropriate treatments, including screening walls and landscaping, for a variety of transition problems
- Ensure appropriate transitions of height and density, landscaping and screening between new commercial development and existing residential development

**Objective: Coordinating public and private resources to use available manpower and capital in the most efficient and effective manner possible**

**Strategies:**

- Establish an Interdepartmental Task Force on Columbia Pike within the County government to effectively coordinate existing programs and new initiatives
- Promote cooperation and program coordination among the various public agencies, non-profit and private interests responsible for Columbia Pike's development and functioning
- Continue Arlington County's commitment of resources to the Columbia Pike Revitalization Organization in accord with the County's adopted policy on public/private partnerships to help ensure that recommended long-term strategies and action plans are implemented

## **KEY FINDINGS**

### **Background**

- The Columbia Pike Special Revitalization District contains four unified shopping centers, numerous freestanding office and retail buildings, one motel, two churches and about 2,800 housing units. Most of the commercial development is 25-30 years old and highway-oriented. In the 1980's, new commercial construction has been limited to fast food restaurants, convenience food stores and drive-through banking facilities. Although Columbia Pike has the largest concentration of office uses in Arlington outside the Metro corridors, the office market is stagnant. No new office construction has occurred since 1972 and no marketing strategy exists.
- Columbia Pike is a State-owned and maintained commuter highway. In addition to the State of Virginia, several local and semi-public agencies are responsible, in part, for the installation and maintenance of streetscape, traffic lights and utility lines. This overlapping of management responsibilities among the various agencies and levels of government makes it difficult to coordinate capital improvements, establish project priorities and set goals for future development.
- Major federal facilities in and around Columbia Pike, including the Pentagon, employ over 30,000 people, providing a potentially significant market for Columbia Pike's retail, service, food and entertainment businesses. Several federal facilities are planning major expansions that will affect



Columbia Pike and the surrounding neighborhoods by generating additional jobs, purchasing power, and traffic.

### **Preliminary Market Analysis**

- Commercial uses within the Special Revitalization District include office development, automobile retailing, destination or specialty retail, and neighborhood-serving retail uses. These businesses not only provide convenience goods and services for the residential neighborhoods between Route 50, Shirley Highway and George Mason Drive, but also draw people to Columbia Pike from throughout the Metropolitan area. There are indications, however, that Columbia Pike's businesses are not effectively capturing this market's expenditures.
- Columbia Pike's four supermarkets and four drugstores face an uncertain future due to their outdated facilities, a decline in the market competitiveness of certain national grocery and drugstore chains and significant competition from newer super stores. These stores anchor four neighborhood shopping centers within the Columbia Pike corridor; the loss of any of these anchor stores and the customers they draw could place other businesses in the neighborhood shopping center in economic jeopardy.
- "One-stop" shopping on Columbia Pike is difficult because commercial uses are visually and economically disorganized. There is no coordinated marketing or management strategy for business development. The pedestrian environment is uninviting and the rundown image of the Special Revitalization District discourages owners from investing in their properties and potential investors and merchants from locating new businesses here. These conditions lessen the District's "shopper appeal", limit its ability to respond to its market and weaken its competitive position.
- Parking lots on the Pike are generally unattractive, difficult to enter and exit, and inefficiently designed with poor internal circulation. Although the adequacy of the existing parking is difficult to measure, there is a perception that some customers are discouraged, delayed or prevented from shopping because convenient parking is not always available.
- Columbia Pike's businesses face increasing competition from nearby shopping centers that have been renovated, expanded and economically restructured. New and renovated structures, modern marketing techniques, parking, landscaping, and coordinated management give these areas a competitive advantage. Some of Columbia Pike's major office tenants are considering moving to newer, more attractive office areas that project a positive image to employees, clients and stockholders.

## Urban Design

- The Special Revitalization District lacks a "sense of place" or special identity. The random collection of shopping centers, linear commercial development, and freestanding buildings is only marginally related in terms of architectural style, materials, setbacks, scale or bulk. The numerous signs, overhead public utilities, unattractive and inefficient parking lots, and deteriorating building facades project a poor appearance. Numerous building, roadway and freestanding signs create confusion for the pedestrian and motorist.
- The residential neighborhoods adjacent to Columbia Pike are generally well-maintained but many transitions from commercial to residential areas are poor. The scale and materials of some commercial, institutional and higher density residential buildings are sometimes insensitive to the adjacent low density residential uses. Sidewalks from neighborhoods to nearby shops and businesses are often inadequate. Trash collection, loading, screening and maintenance at the rear of commercial buildings often has a blighting influence.
- Federal facilities create traffic and parking problems and poor visual transitions to residential and commercial neighborhoods. These facilities are generally surrounded by chain link fence and barbed wire; landscaping outside the fencing is poor and the screening of parking and utility areas is limited. The proposed expansions of several facilities offer opportunities for physical and visual improvements, but also present the challenge of successfully integrating federal institutions into residential neighborhoods and controlling the attendant traffic and parking problems.

## REVITALIZATION STRATEGIES AND RECOMMENDED ACTION PLAN

Commercial revitalization programs have been initiated and implemented across the country with varying degrees of success. Commercial revitalization programs, in general, try to break the cycle of disinvestment by targeting public improvements to stimulate private reinvestment. While there is no single proven formula for success, since each commercial area is unique in its physical location, mix of tenants, trade area and competition, successful programs do share some common elements. These include:

- strong business and community leadership with merchant/owner participation
- selection of a relatively compact commercial area with the potential for creating a positive, attractive and functional identity; the commercial area, although declining, must remain economically viable with a basically healthy market area
- a market analysis to identify opportunities and appropriate strategies for economic restructuring
- a comprehensive revitalization strategy tailored to the local situation that builds upon existing strengths, attacks a variety of interrelated issues, and is flexible enough to take advantage of opportunities as they arise
- an organized implementation effort supported by adequate financing for identified improvements and the long-term commitment of community leaders

Many of the elements necessary for a successful revitalization program are in place on Columbia Pike. The Special Revitalization District presents an opportunity to create a unique commercial environment: a "town center" for South Arlington that provides a wide variety of neighborhood and specialty goods and services and is easily accessible by walking or driving. The commercial area remains viable with a stable core of long-established businesses, a low vacancy rate and an economically strong trade area. Community support for revitalization is exemplified by the Columbia Pike Revitalization Organization (CPRO) -a grassroots coalition of businessmen, property owners, civic leaders and others- organized for the purpose of revitalizing Columbia Pike. CPRO can provide the strong business and community leadership that will be needed over the next five to ten years to ensure the long-term success of the revitalization effort. The Arlington County Board, by adopting land use policies, appropriating funds for capital improvements, has also demonstrated its commitment to revitalization. In addition the County Board has provided financial support to CPRO in accord with its adopted policy on public/private partnerships.

## **Implementation**

The identified economic development and urban design issues on Columbia Pike are complex and interrelated: attacking problems on only one level will not be enough to halt and reverse long-term economic and physical decline. Public improvements alone will not draw shoppers to Columbia Pike if the quality of available goods and services is not enticing. On the other hand, isolated aid to individual businesses will do little to stimulate reinvestment throughout the corridor. A revitalization program for Columbia Pike, therefore, requires the development of a comprehensive strategy that simultaneously attacks the full range of interrelated issues and establishes priorities for both short and long-term projects. The successful implementation of the recommended strategies will require the following:

**Long-term Commitment.** Columbia Pike's revitalization requires a long-term commitment of both public and private resources to implement a large number of projects involving County, State and Federal agencies, CPRO, private property owners and businessmen.

**Coordination and Phasing.** The wide range of issues and number of agencies involved makes the careful coordination and management of programs and resources of paramount concern. Improvements to Columbia Pike must occur in well-planned phases because implementing all of the recommended projects simultaneously is not possible or desirable: the success of some projects will depend upon the successful implementation of related projects. Revitalization is an incremental process and, in many cases, it will first be necessary to work with individual property owners and groups of owners to build support through "jawboning".

**Establishment of Priorities.** At the outset, it will be important to set priorities based upon what can be realistically done, given available funding and community support: overly ambitious or unrealistic expectations can lead to failure which, in turn, can make future efforts much more difficult.

**Flexibility.** An implementation strategy must be flexible enough to allow the various agencies and groups to take advantage of opportunities as they arise and respond to changes in market conditions. Over the long-term, strategies may need to be adapted as the retail or office market changes, business leases expire, federal projects are implemented and Columbia Pike's environment improves.

**Management.** Management of the revitalization effort will require a public/private partnership in which the Arlington County government and CPRO play key roles. Because of the variety and range of projects involving County agencies, establishment of an Interdepartmental Task Force on Columbia Pike within the County government is recommended. An interdepartmental task force can demonstrate how local government can make a positive difference through strategic planning and implementation.



**CPRO.** The Columbia Pike Revitalization Organization (CPRO) can provide the local leadership necessary to promote community cooperation, coordinate projects and maintain momentum for revitalization over the next five to ten years. CPRO can serve as a "manager" of Columbia Pike by encouraging the development of a merchant's association, funding and implementing a market study, and coordinating a marketing program including special promotions. As a community spokesman, CPRO can identify community problems, propose solutions and present community ideas to the County, other government agencies, and private businessmen in the Columbia Pike corridor. Combined with management and technical assistance, these efforts will help create a commercial environment conducive to private reinvestment.

## **COLUMBIA PIKE ACTION PLAN**

The recommended actions summarized on the following table are intended as an "action plan" to achieve the adopted goal and objectives for the revitalization of Columbia Pike by building upon Columbia Pike's identified strengths and on-going improvement efforts. The "action plan" is based on the findings of the preliminary market analysis and the urban design analysis which make-up the body of this report. It should be noted that while there may be some slight variations in the wording of the "suggested actions" on the "action plan" and those found in the text, the suggested actions are in fact, the same.

## COLUMBIA PIKE REVITALIZATION ACTION PLAN

**GOAL: TO STIMULATE REINVESTMENT IN COLUMBIA PIKE'S BUSINESSES AND BUILDINGS**

**Objective: Preserving neighborhood and destination retail elements of the Columbia Pike commercial corridor while encouraging and guiding needed modernization and redevelopment**

SUGGESTED ACTIONS	IMPLEMENTING AGENCIES
Adopt a concept plan to encourage and guide the revitalization of Columbia Pike.	Arlington County Planning Division (PD)
Work to implement capital improvements that will create a strong destination retail, restaurant and entertainment core, in the vicinity of Walter Reed Drive, by building upon existing businesses and creating a safe, attractive and lively pedestrian environment.	Arlington County Economic Development Division (EDD), Arlington Community Improvement Division (CID), Columbia Pike Revitalization Organization (CPRO)
Complete a market study to determine the most appropriate strategy for developing modern grocery facilities on Columbia Pike.	CPRO
Work with the owners of the Adams Square shopping center and the appropriate grocery management officials from Safeway and Super Fresh to encourage the development of modern grocery facilities at South Adams Street to replace the two obsolete groceries.	EDD, CPRO
Study alternatives for providing the parking required to accommodate a super grocery store (if appropriate), including public/private financing options for structured parking.	PD, CID, CPRO
Work with landlords and appropriate tenants to develop coordinated management and leasing strategies for the Westmont, Fillmore Gardens and Barcroft Centers.	EDD, CPRO

SUGGESTED ACTIONS	IMPLEMENTING AGENCIES
Work with the Westmont and Barcroft shopping center and property owners to physically revitalize their centers and redesign their parking lots by using the Business Conservation Program, the "C-2" site plan option or other appropriate tools.	EDD, CID, CPRO
Work with the owners of Rosenthal Chevrolet and Brown Pontiac to retain these uses at their present locations and encourage the upgrading, modernization and redesign of the sales and service facilities.	EDD, CPRO
Work with property owners to redesign, pave, restripe, screen and landscape existing parking facilities.	EDD, CID, CPRO
Work with the CPRO to develop voluntary guidelines for transportation demand and parking management such as ride-sharing and transit incentive programs.	Arlington County Department of Public Works (DPW), CPRO
Use the site plan review process to ensure that revitalized or redeveloped sites include well-designed, adequate parking.	PD
As revitalization occurs, consider funding a consultant study of the need for and the feasibility of providing public metered parking lots and/or building a publicly-financed structured garage within the Special Revitalization District.	Arlington County, CPRO
Encourage the location of parking lots at the back commercial buildings in new development.	PD, CPRO

**Objective: Stimulating Investment to ensure Columbia Pike's continued existence as a neighborhood retail shopping area as well as a community resource that contributes to the economic base of Arlington County**

SUGGESTED ACTIONS	IMPLEMENTING AGENCIES
Complete a market study to provide the basis for developing a comprehensive business development and recruitment program that capitalizes on Columbia Pike's existing destination retail businesses.	CPRO
Work to encourage the formation of a merchants' organization to oversee the establishment of uniform business hours, coordinate advertising, promotion campaigns and special events, and strengthen the viability of small entrepreneurs.	CPRO
Work with office building owners/managers to retain key office tenants, including Sovran Bank and Control Data Institute.	EDD, CPRO
Identify appropriate sites for infill office development and develop marketing strategies to encourage new office development, as appropriate.	PD, EDD, CPRO
Explore ways of financing a detailed analysis of the potential office market on Columbia Pike as the basis for developing a marketing strategy to promote Columbia Pike as a desirable office location.	EDD, CPRO



**Objective: Establishing a sense of place and a positive Image that will make Columbia Pike a better place to live, work and shop**

SUGGESTED ACTIONS	IMPLEMENTING AGENCIES
Adopt a streetscape plan designed to foster the creation of unified, pedestrian-scale, streetscape improvements throughout the Special Revitalization District.	PD, CPRO, CID
Develop a plan for the installation of streetscape improvements, establishing program priorities and project planning.	CID, CPRO
Select standards for street furniture, street trees and other streetscape elements which are visually linked with and complement the characteristics of existing buildings.	PD, CID, CPRO
Coordinate the undergrounding of overhead utilities within the Special Revitalization District; encourage the undergrounding of transforming of their placement behind property lines with adequate screening.	CID, DPW, Virginia Power (VP)
Convert overhead traffic signals and reversible lane signals into mast arm system.	CID, DPW, VP
Designed an integrated pathway/open space system that will visually and functionally connect activity nodes by linking plazas, mini-parks and focal points.	PD, Arlington County Department of Parks, Recreation and Community Resources (DPRCR)
Work with developers and property owners to landscape existing sites and to include parks and plazas in new development.	PD, CID, EDD, CPRO
Improve amenities for pedestrians and bus riders by creating clusters of pedestrian-oriented amenities.	PD, CID

SUGGESTED ACTIONS	IMPLEMENTING AGENCIES
Construct distinctive crosswalks at major intersections to encourage pedestrians to use the streets, slow traffic and increase driver vigilance.	DPW, CID
Incorporate automatic pedestrian walk phases at major intersections to increase pedestrian safety and convenience; increase the time allotted to the pedestrian phase during non-peak hours.	DPW
Review the timing of the traffic signals along Columbia Pike to control vehicular speeding.	DPW
Limit and control loading, parking and vehicular access points to commercial uses to foster more efficient circulation for drivers and pedestrian alike.	PD, DPW
Create a protective barrier between pedestrian and vehicular traffic through the placement of streetscape elements.	CID, DPW
Modify sidewalks to include curb cuts and ramps for the handicapped.	CID, DPW
Strengthen the sense of enclosure by encouraging infill development and/or redevelopment on appropriate sites; constructing low masonry walls; and providing landscaping on the property line adjacent to surface parking lots.	PD, CID
Develop design guidelines for commercial building.	PD, EDD, CID, CPRO

SUGGESTED ACTIONS	IMPLEMENTING AGENCIES
Create a list of key buildings within the Special Revitalization District that contribute significantly to the overall image of the area; encourage the appropriate renovation of facades and buildings when functionally and economically feasible. Consider providing appropriate designs for renovations and facade improvement through the Business Conservation Program, in coordination with the Community Improvement Division.	CID, EDD, CPRO
Enhance existing focal buildings by working with property owners to improve their setting through streetscape and landscaping improvements and, where appropriate, facade renovation.	PD, CID, EDD, CPRO
Create new visual focal points in conjunction with the redevelopment of key sites within the Special Revitalization District by encouraging the development of "place markers" and the inclusion of public art, fountains and special features	PD, CID, CPRO
Foster the development of a centrally located open plaza to act as a major focal point and space organizer for the entire Special Revitalization District.	PD, EDD, CID, CPRO
Review proposed new development for architectural compatibility with the surrounding residential areas and adjacent commercial development.	PD, CID, CPRO
Improve the appearance of major entry points to Columbia Pike through landscaping, maintenance and installation of "Welcome to Columbia Pike" signs.	CID, DPRCR, CPRO

SUGGESTED ACTIONS	IMPLEMENTING AGENCIES
Improve the appearance of convenience commercial uses at gateway locations.	EDD, CID, CPRO
Establish gateways at key entries to the Special Revitalization District.	DPRCR, PD, CPRO
Develop and adopt a "sign control overlay district" for the Special Revitalization District to provide consistent design regulations for business, information and identification signs.	PD, CID, CPRO
Develop and adopt a roadway and parking sign system that will improve vehicular circulation and increase safety.	CID, DPW, Virginia Department of Transportation (VDOT), CPRO
Improve maintenance standards in the public right-of-way by increasing street sweeping and litter collection and by installing trash receptacles at frequent intervals and high activity areas.	CID, DPW
Include maintenance considerations for both new existing elements with any proposals for upgrading public improvements.	PD, CID, DPW, DPRCR
Improve maintenance on private property by encouraging property owners to upgrade, clean, and/or paint storefronts, window displays and signs ; screen and place dumpsters in appropriate locations' water and trim existing plants, trees and green areas in general.	EDD, CPRO



**Objective: Enhancing the quality of life in existing apartment and single-family neighborhoods by improving community facilities and services**

SUGGESTED ACTIONS	IMPLEMENTING AGENCIES
Improve the visual and physical integration of institutional uses in residential neighborhoods by improving pedestrian connections and landscaping around these facilities.	CID, DPRCR
Work with federal officials to improve visual transitions by diminishing the use of barbed wire and chain link fences; screen parking lots and utilities; and minimize traffic and parking impacts on residential neighborhoods.	PD, CID, CPRO
Provide well-designed federal and community facilities by working with the appropriate agencies and civic organizations to review proposed design alternatives and develop suitable design solutions for new facilities.	PD, CPRO
Encourage the design and creation of receptive and distinctive elements, such as sidewalk pattern, lighting, fences and landscaping, within each neighborhood.	CID, CPRO
Encourage neighborhood planning by working with neighborhood civic associations to develop Neighborhood Conservation Plans where no plans are currently adopted.	CID
Create signs that can be located at one entrance to each neighborhood to help identify these areas.	CID, CPRO

**Objective: Providing appropriate transitions between residential and commercial areas that strengthen the image and amenities of both areas**

SUGGESTED ACTIONS	IMPLEMENTING AGENCIES
Develop potential remedies to address a variety of transition problems, such as improving the management of loading and trash collection.	PD, CID, EDD, DPW, CPRO
Provide adequate sidewalks to serve as pedestrian connectors between residential and commercial development.	CID
Consider designating some of the alleys between commercial and residential buildings as pedestrian walkways and provide them with attractive paving, lighting and landscaping.	PD, CID, DPW, CPRO
Review plans for new development for a compatible scale of development, appropriate buffering and tapering of heights and densities.	PD, CID, CPRO

**Objective: Coordinating public and private resources to use available manpower and capital in the most efficient and effective manner possible**

SUGGESTED ACTIONS	IMPLEMENTING AGENCIES
Establish an Interdepartmental Task Force on Columbia Pike within the County Government; meet regularly to coordinate on going projects and establish areas of responsibility. This task shall be led by the Community Improvement Division. Quarterly meetings shall be held with CPRO to assist in the coordination of the Task Force's efforts.	PD, CID, EDD, DPW, DPRCR
Develop an action plan to establish program priorities and phasing and cost estimates for the full spectrum of revitalization activities; incorporate recommendations into long-term budget plans.	PD, CID, EDD, DPW, DPRCR, VP, VDOT, CPRO





